



**DEPARTMENT OF THE NAVY
INTERNATIONAL PROGRAMS OFFICE
STRATEGIC PLAN 2022**

VISION AND MISSION

OUR VISION: Build partners that are more capable and advance global maritime security by leading the Navy Security Cooperation Acquisition enterprise to be the partner of choice.

OUR MISSION: Strengthen global maritime alliances, partnerships, and coalitions through security and technology cooperation.

DIRECTOR'S MESSAGE

I would like to thank the NIPO team for your outstanding work ethic, professionalism and dedication to the Security Cooperation (SC) mission and the national defense of the US and our partners. You have delivered on our top priority to build and strengthen our relationships with our allies, partners and industry cohorts, despite a very dynamic and competitive operating environment. We must redouble our efforts to work together internally and externally to improve our cooperative maritime security enterprise. Mindful of our finite resources, we must plan and prioritize our SC tools and levers judiciously to ensure they strengthen global maritime alliances, partnerships and coalitions.



After achieving success using NIPO's FY 21 Strategic plan, your leadership team met in September 2021 to align our collective efforts, assess opportunities and challenges, and update our flight plan. As such, we modified our three existing Lines of Effort (LOEs) and added a fourth to best shape our strategy to accelerate our SC efforts in the year ahead.

NIPO's four FY22 LOEs are:

- Strengthen the SC Workforce
- Foster Alignment
- Drive Execution
- Build Relationships

These LOEs or Strategic Priorities will help us achieve long lasting effects and outcomes while accelerating our SC mission.

The team has accomplished a tremendous amount over the last few months and I look forward to continuing to build relationships, capability, and capacity for our partners and allies!

MARITIME SUPERIORITY THROUGH COLLABORATIVE PARTNERSHIPS

Maritime Superiority Through Collaborative Partnerships:

- **Strengthen The Security Cooperation (SC) Workforce**
 - Strengthen, modernize and sustain the Navy SC workforce of the future.
- **Foster Alignment**
 - Leverage our relationships and levers to align the Navy SC acquisition enterprise on common vision, goals, priorities, resources and plans.
 - Drive alignment through frequent and detailed dialogue and document plans in an effective roadmap.
 - Drive alignment to focus on a total package approach to ensure enduring and sustainable partner capabilities.
- **Drive Execution**
 - Drive execution to complete agreements, policy reviews, case products, budgeting, IT tools, workforce development, and product deliveries on schedule and ultimately deliver what we promise. Optimize processes and tools to enable continual process improvement.
- **Build Relationships**
 - Build and sustain productive relationships with international partners, industry partners, and interagency partners.

**“YES-IF” Mindset While Considering Our
Responsibilities of Technology Security and Foreign Disclosure**

Figure 1: NIPO’s FY22 Lines of Effort (LOEs)

NIPO’s LOEs will act as our framework for how we meet our strategic priorities and execute our mission; it will enable us to serve better the Navy and our partners – industry and international allies alike. We refined and modified our FY 21 LOEs to improve our ability to compete internationally and to face emerging challenges. Due to the ever-changing environment, we must acknowledge that our LOEs may also change, and we will need to adjust course as required. Change is sometimes the most challenging dynamic of the process, but it is the only constant.

Most of our activity will remain aligned with these LOEs as we have incorporated our 2021 strategic focus areas into our efforts. Appendix A provides the objectives and tasks that support each of these FY22 LOEs. Moreover, our “YES-IF” culture remains foundational to who we are and how we execute. Due to the unique nature of each of our partnerships, we rely on a blend of SC programs and levers to support specific shared interests and continue to build partnerships. We must capitalize on both of these elements to foster alignment, push interoperability, and collectively contribute and support U.S. security interests. We will advance global maritime cooperative security by leading the Navy SC Acquisition enterprise in helping to build partners that are more capable. History demonstrates conclusively that most DON acquisition programs will eventually be exported to our partners and allies. Therefore, we must continue to incorporate international exportability considerations earlier into the Acquisition process, including consideration of how to accommodate specific partner needs vs. U.S. programs of record and how to think strategically about tech security and disclosure issues. Such efforts will enable total life cycle cost reduction opportunities to both the U.S. taxpayer and our international partners.



Improving our workforce's ability to learn, execute, and work through adversity is crucial to mission accomplishment. This is our imperative, as we need to focus on strengthening, modernizing and sustaining the Navy SC acquisition workforce for today and the future.

✦ ***Set the Standard:*** We will promote the principles of Equal Opportunity, Equal Employment Opportunity, and the prevention of sexual harassment. We will pay special attention to ensuring we leverage the rich diversity of our workforce in accomplishing our mission. Our daily interactions with different countries, cultures, and customs requires a high degree of cultural intelligence and competence. We will exhibit the highest standards of personal integrity and ethical behavior; recognize and reward top performers; promote a healthy work/life balance; and treat each other with dignity and respect.

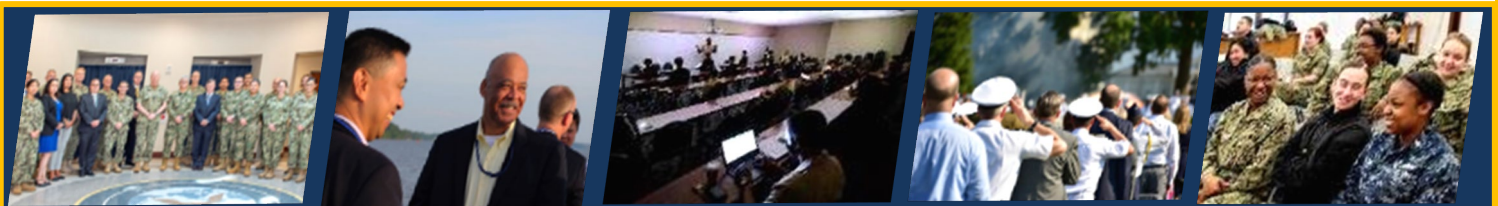
✦ ***Enhance our Talented and Motivated Workforce:*** As the international SC environment increases in complexity, we must build a dependable, knowledgeable and skilled workforce that supports international acquisition programs while implementing appropriate technology security. We must ensure our workforce can adapt and adjust resources while continuing to meet essential mission requirements. We will continue to empower, equip, train, mentor, and guide this workforce while creating an environment that promotes enhanced employee engagement, performance, satisfaction, and retention.

- We will continue to assess and improve our organizational culture.
- We will continue to implement the Security Cooperation Workforce Development Program (SCWDP) and seek better training and career paths for the civilian and military personnel in the SCWDP.
- We will identify, leverage, and expand resources and tools to create a more agile workforce that can meet the growing SC workload.
- We will address anticipated gaps due to projected retirements.
- We will shift resources to key areas to optimize throughput, while maintaining and enhancing a talented and motivated workforce.
- We will look to leverage flexible work environments while meeting mission needs.

✦ ***Change in Risk Balance:*** Our "YES-IF" mindset will seek to balance appropriately but assertively the operational advantages of enhancing partner capability versus the risks to technology transfer. We will do this through ensuring the right conversations are had, with the right stakeholders, with the right information, at the right level and time.

FOSTER ALIGNMENT

Various organizations execute SC tasks. To ensure common outcomes, alignment of effort across these organizations is essential. We will continue to leverage relationships to align the Navy SC acquisition enterprise on common vision, goals, priorities, resources and plans.



Alignment must focus on resources, priorities, engagements, and messaging with senior leaders, including SECNAV, ASN RD&A, CNO, Commandant of the Marine Corps, Commandant of the Coast Guard, COCOMs, DSCA, Fleet Commanders, and SYSCOMs. We will drive alignment through frequent and detailed dialogue using the Alignment Roadmap as our primary alignment tool, especially with Fleet Commanders. Our alignment efforts with each Fleet Commander will seek a continuous review cycle of key partner requirements, summarized semiannually in the International Requirements Board (IRB). We will continue to support, operationalize and positively influence the SECNAV's Strategic Guidance, the Navy Security Cooperation Council (NSCC), the OPNAV Building Allies and Partners (BAP) initiative and DSCA's Strategy to Capability framework. We will promote incorporation of exportability goals and international acquisition aspects into domestic programs, and prioritize workload alignment.

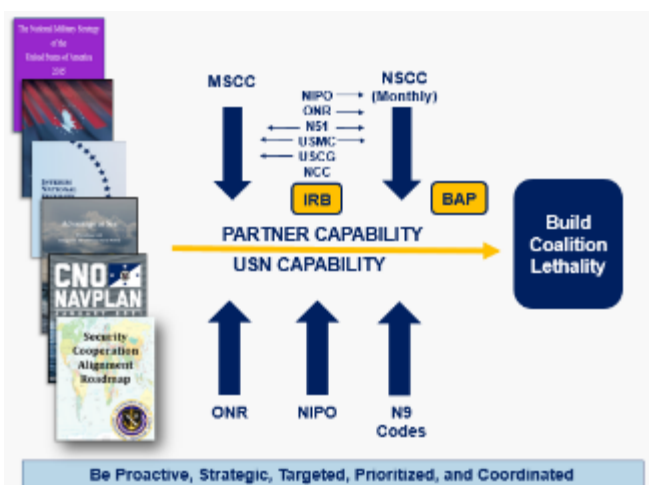


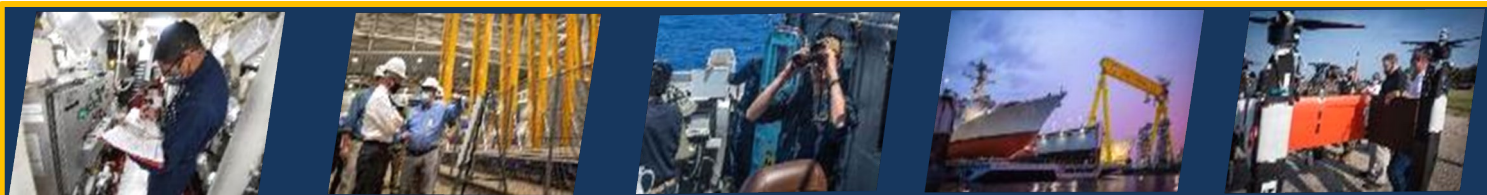
Figure 2: DON Security Cooperation Synergy

To achieve SC synergy, we will align with and support DOD, SECNAV, CNO, COCOM, and NCC strategies (see Figure 2).

DRIVE EXECUTION

Uniquely situated within the DON, NIPO has a strong reputation for enabling and delivering capability and capacity as promised to our partners and allies through prompt Technology Security and Foreign Disclosure policies, via international cooperative acquisition agreements, or through on time execution of Foreign Military Sales and Building Partnership Capacity cases. Nevertheless, status quo execution is insufficient in an increasingly complex and contested environment. To achieve improved execution, we must ensure clear alignment of a partner's needs with our accurately offered capabilities. Our efforts to drive execution will focus on on-time delivery of our products and services and fostering a culture of flexibility under changing external conditions. We will achieve this by constantly assessing and improving our processes, looking for problems rather than waiting to react. We must drive execution to complete agreements, policy reviews, case products, budgeting, IT tools, workforce development, and product deliveries on schedule, ultimately delivering what we promised and encouraging trust and confidence among our partners.

✦ **Organizational and Process Optimization:** We must continue to identify, analyze and mitigate constraints and barriers that frustrate execution. We will continue to shed



non-essential work, assume risk where necessary and focus on key issues or risks. Typically, when program challenges become an overall organizational priority, we have already lost unrecoverable schedule. To reduce these challenges, we will spend more time and energy up front where management attention and resource adjustment can make a difference on the long-term case timeline. We will continue to assess workload alignment and implement best practices across the SC enterprise to expedite the delivery of coalition capacity and capability. We will continue to seek revolutionary and evolutionary changes in processes and create additional efficiency through delegation of efforts, removing redundant steps or prioritizing specific steps. We will look at each effort with an eye on the complete lifecycle.

✦ **Metrics:** Most of our current metrics record our past performance. We will develop more leading metrics to allow timely reaction to execution challenges or signal lagging processes and we will look to embrace the “yellow and red” and mitigate constraints to avert execution delays. We will look to document and track the critical path of each effort.

✦ **Information Technology:** We will use existing tools efficiently and effectively and design and incorporate new tools and products efficiently. We will pay close attention to ensuring our data is authoritative and easily incorporated into DON and DOD portals or dashboards. We will leverage innovation and expertise from across the acquisition and SC enterprise.

✦ **Prioritization:** Where we are resource constrained, we will prioritize and align efforts to achieve DON SC objectives.

BUILD RELATIONSHIPS

As we continue to emerge from the pandemic, we find that our adversaries are not pausing. They are continuing to test the old and new partnerships we have helped to build. We will build relationships with a clear purpose: to support the DON’s efforts to strengthen military-to-military relationships with existing partners and allies via our unique set of SC levers. While most of our partnerships remain strong, traditional approaches may not work in an uncertain future. Rather, to remain the partner of choice that delivers as promised, we must understand well our partners and allies requirements, and collaborate closely on solutions across our interagency and industry partners. We must deliberately plan and carefully execute capability delivery. The proof of our relationships will be in the trust generated across the spectrum of operations and that the whole will indeed be greater than the sum of its parts when we operate together. Strong, interoperable relationships will support a strengthened collective maritime cooperative security network, which will attract new partners.

✦ **Collaboration, Communication, Innovate and Outreach:** Great organizations are transparent, trustworthy, communicative, and fully accountable for their output. We will maintain constant and thorough internal communications with the NIPO staff and strong



external communications with the Naval Enterprise, DOD and other interagency stakeholders. In addition, we will continue our robust outreach efforts to align U.S. industry plans and efforts with U.S. government SC objectives. We will build trust by acting with integrity and delivering what we promise.

- We will methodically prioritize our Key Leadership Engagements based on strategic requirements.
- We will align case efforts with routine partner engagements to ensure alignment with partner requirements and ensure timely case execution.
- We will team with industry to ensure their commercial programs comply with DoN and national policies in the export license process.
- We will proactively achieve results by clearly understanding senior level policy guidance and effectively managing stakeholder expectations.
- We will continue working as teammates (both internally and externally) regardless of where we sit or to whom we report.
- We will coordinate, cooperate, and most importantly, COLLABORATE with each other, our stakeholders, and our partners to achieve success.
- We will go beyond the “customer-seller” model and achieve effective collaboration with our partners in sharing and working together on a shared understanding of requirements.

NIPO'S COMMITMENT



This strategic plan articulates our objectives and provides direction to assure our direct support to the SECNAV and CNO's strategic guidance. As a team of uniformed personnel, government civilians, and contractors, we are committed to the fact that our foreign partners and allies success in achieving more capability must be our benchmark. This strategic plan will help us navigate our way in both familiar and unfamiliar waters while we help lead the Navy's SC mission imperatives.

A handwritten signature in black ink, appearing to be 'A. E. Rossi'.

A. E. ROSSI
Rear Admiral, U.S. Navy



MARITIME SUPERIORITY THROUGH COLLABORATIVE PARTNERSHIPS